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MT PRRIME

Montana's Project to Reengineer the Revenue & Information Management Environment

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Reengineering State Government From the Outside—In

WE ARE ABOUT TO EMBARK ON A PROJECT THAT CONSTITUTES THE NUMBER ONE, STATE ENTERPRISE INITIATIVE IN A GENERATION—MT PRRIME. The capitol requires renovation. So do our aging business systems. As its full title suggests, **Montana's Project to Reengineer the Revenue and Information Management Environment** will involve replacing the state's core financial, human resources, and asset management systems. While not without risk, this project brings opportunities for significant long-term benefits—to state employees who rely on these business systems to do their jobs; to state managers who base their decisions on information derived from these systems; and to taxpayers who rightly expect state government to operate efficiently.

THE BUSINESS CASE FOR MT PRRIME IS COMPELLING. The state's financial, human resources, and asset management systems were built 20 to 25 years ago, are not Year 2000 compliant, and are no longer able to meet the business needs of state agencies. Our core systems must keep pace with technology. Otherwise, agencies are forced to create their own information systems—reinventing the wheel over and over again.

MT PRRIME is an opportunity. Done correctly, it will:

- Improve revenue and expenditure information;
- Enhance revenue forecasting and expenditure monitoring;
- Streamline our business processes by reducing duplicate data entry, optimizing statewide procurement functions, and even simplifying the state payroll process;
- Maximize our ability to plan our future, using relevant management information; and
- Improve service to the state's citizens.

To capture these opportunities, MT PRRIME will require an extraordinary amount of energy from all of us, in every agency. I thank the agency directors who have so graciously allowed their employees to participate as MT PRRIME Team Members and Associates. And I thank our state information technology employees, for they will be challenged as we implement MT PRRIME while they provide solutions to our Year 2000 problems. In particular, I wish the MT PRRIME Team "Good Luck" as you assume the responsibility for this significant undertaking. Thank you.

A MESSAGE FROM GOVERNOR MARC RACICOT

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MT PRRIME — It Can Be Done, & We Will Do It!

LOIS MENZIES
Chair
MT PRRIME Steering Committee
Director
Dept. of Administration

"Hi, My Name Is Theresa Gallagher . . ."

I started in May of 1990 with the Department of Institutions, which later changed to the Department of Corrections and Human Services, which then changed to its current name---the Department of Corrections. My present position is Accounting Technician with the Administrative Services Division, and before that I was in payroll. We provide services for four secured facilities---two for adults and two for juveniles; two pre-release centers for juveniles, a boot camp, and 42 probation and parole offices. Whew---with all of that, I am always learning new things, and it really keeps me on my toes.

Now because of the MT PRRIME project, I am being asked to learn even more. Bill Furois, our Division Administrator, asked Rhonda Schaffer, my supervisor, if I could work at State Payroll 3½ days of each two-week pay period. This would allow Judy Nelson, Assistant Payroll Manager with the Department of Administration, to dedicate herself full-time to MT PRRIME. When asked if I would be interested in this, I thought it over, and said, "Yes!" I feel it will be a great opportunity for me. Learning more understanding State Payroll's full process, and getting firsthand knowledge of MT PRRIME could only be an advantage for me.

But after working for the Department of Corrections for over seven years, many of my coworkers have become like my second family. Most of you can understand this if you have worked at the same place for a period of time. Therefore, the thought of working at the Department of Administration's State Payroll Bureau was scary for me. I had talked with many of the payroll and benefits employees on the phone before, so it wasn't all brand new. But still, it would not be the place that is familiar to me.

Well, my first shift was in September. I was really nervous, but everyone was so nice. And I was so busy that those uncomfortable first few days just flew by. Sure MT PRRIME is bringing new changes our way. But I'm learning new things, and I'm really going to enjoy the changes the next year and a half will bring.

"Sure MT PRRIME is bringing new changes our way. But I'm learning new things, and I'm really going to enjoy the changes the next year and a half will bring."

We have the right ingredients for a successful project—a knowledgeable consultant, an excellent software product, a clear direction, and most importantly, exceptional state employees. Although we'll likely face significant hurdles over the next two years, we have the management structure in place to clear those hurdles. Four factors especially critical to our success are:

- Effective decision making,
- Limited software modification,
- Scope creep avoidance, and
- Proactive information technology (IT) management within agencies.

EFFECTIVE DECISION MAKING

Since quick, accurate decision making is essential to MT PRRIME's success, even tough issues will demand rapid resolution. And there will be plenty of decisions to make. The PeopleSoft human resources package, for example, will require about 10,000 decisions between now and its target implementation date of April 1999. While most of those will be easy, some will require more time and thought.

But a solid decision-making process is in place. On the front lines are the Project Teams organized by functional areas like finance/asset management, budgeting, human resources, and information technology. Our entire MT PRRIME Team is populated with knowledgeable state employees from a good cross section of state government—many with multi-agency experience. Decisions that cross Project Team boundaries will be made by the Team Leaders, or by the Project Manager (Dave Ashley) and Assistant Project Manager (Brian McCullough). Major decisions, like approval of the recommended implementation dates, will be elevated to the MT PRRIME Steering Committee. Minutes of these meetings are posted to MT PRRIME's homepage at **www.mt.gov/doa/mtprrime.htm**.

We can't promise that everyone will have input into all decisions. Deciding when input is needed, and from whom, will be up to the MT PRRIME Team and the Steering Committee. What we do promise is to communicate decisions in a timely fashion.

LIMITED SOFTWARE MODIFICATION

In December 1996, the Steering Committee opted for a "vanilla" software implementation.

WHAT DOES VANILLA MEAN? In short, a vanilla implementation is one in which the client makes very few changes to the core software. For example, our MT PRRIME Team estimates that we'll make only about 20 modifications to the PeopleSoft system. Before we get too deep into this discussion, let me make a critical distinction between "configuration" and "modification." The software we've purchased is highly configurable—it's flexible enough to be implemented to cover numerous different situations. Taking advantage of this flexibility will help us avoid modifying the software's "code"—its internal programming.

WHY DID THE STEERING COMMITTEE ADOPT THE VANILLA PHILOSOPHY? There are several compelling reasons:

Lois Menzies and Governor Marc Racicot

Cost and timeliness. Each modification requires costly programming changes that take time. With our existing systems facing critical, Year 2000 deadlines, we need to bring the PeopleSoft systems online according to schedule.

The PeopleSoft systems represent "best business practices." If we expect to become world-class, we need to be willing to reengineer our processes to conform to these best business practices.

The PeopleSoft product, just like other software packages, will evolve with new releases every 18 to 24 months. Every modification we make during the initial installation will present problems as we migrate to new releases.

Necessary changes to the software can always be built into future releases on PeopleSoft's nickel rather than ours. PeopleSoft will be awarding the state a certain number of "PeopleDollars"—credits proportional to the dollar amount we've spent on PeopleSoft products. Then at PeopleSoft's annual user-group meetings, the state will use its PeopleDollars to vote for new functionality we would like to see in future releases of this software.

For these important reasons, proposed software modifications will be subject to a strenuous evaluation process.

SCOPE CREEP AVOIDANCE

Another potential pitfall for large-scale systems projects, like MT PRRIME, is something called "scope creep."

WHAT IS SCOPE CREEP? This term refers to an expansion of a project beyond its original design. Throughout our project, Team Members will be faced with requests to do more than originally envisioned. While each of these requests will have merit, together they could jeopardize bringing in the project on time and within budget.

How will we avoid scope creep? Legitimate requests for project expansion will occur. The question becomes how to effectively assess these requests. First of all, the Team will evaluate the business case for any requested change. Meritorious requests that fail to "make the grade" will be recorded for further evaluation once all of the PeopleSoft modules are running. At that point, we can do one of three things. In many instances, as we learn to fully use the new software, the requests will disappear. We will have learned how to get the information another way. Second, if the budget allows, the Steering Committee will prioritize requests for the system. Finally, we always have the option of spending some of our PeopleDollars for an enhancement to future releases.

PROACTIVE IT MANAGEMENT WITHIN AGENCIES

Agency IT professionals are also critical to the success of MT PRRIME and other enterprise-wide IT efforts. In addition to application rollouts unique to their respective agencies, these staff face numerous challenges, including Year 2000 deadlines, new desktop directions (like MS Windows 95 and a replacement e-mail system), network expansion, and of course MT PRRIME. The implications of these enterprise-wide IT efforts are great, so agencies will want to revisit their short-and long-term IT plans. To coordinate with MT PRRIME, for example, agencies will need to determine which of their applications require the interfacing of information to and/or from MT PRRIME applications; which planned or existing agency applications can be replaced with functionality MT PRRIME will deliver; and agency-specific network, server and desktop requirements. Agencies will also need to plan for assisting with developing and following the MT PRRIME implementation plans.

Bringing the MT PRRIME project to successful completion will be no small task since many challenges await us. But we can manage these challenges by making effective decisions, limiting software modifications, avoiding scope creep, and practicing enterprise-wide teamwork and proactive IT planning. These steps will help ensure our success, make efficient use of state IT resources, and most importantly, improve service to our customers.

MT

PRRIME

"I'm Judy Nelson . . ."

"With MT PRRIME, we will be able to offer state employees even better service, like greater ease in preparing time sheets, direct bank deposits and payroll deductions—all done electronically!"

I have worked for Montana state government for about 34 years. My first job was with the Unemployment Compensation Commission (now known as the Department of Labor and Industry), which was located on the first floor of the Mitchell Building. My latest job has been Assistant Payroll Manager with the Department of Administration---still located on the first floor of the Mitchell Building. Now I am really looking forward to my new role with the MT PRRIME Project Team for two reasons---new opportunities to streamline the payroll process and an office somewhere other than the first floor of the Mitchell Building! I also think it is wonderful that the Department of Corrections is willing to share Theresa Gallagher with State Payroll so that I can be a full-time MT PRRIME participant.

Many years ago, I started doing payroll on the agency level---when we were paid monthly (and that was long ago)! I began work with Central Payroll in 1981 right when the "new payroll system" went into effect. Looking back to 1981, I see the many changes we have implemented and the computerization that has made life so much easier. With MT PRRIME, we will be able to offer state employees even better service, like greater ease in preparing time sheets, direct bank deposits and payroll deductions ---all done electronically!

Even though I will no longer be on the first floor of the Mitchell Building, I may still request a statue on the front lawn when, or if, I ever retire. What keeps me from making this request is the quotation on my screen saver: "accept that some days you're the pigeon, and some days you're the statue." Regardless, we're all going to work hard to make the MT PRRIME software implementation a work of art we'll all come to appreciate.

Meet the MT PRRIME Implementation Partners

Three firms will provide services and software.

Let's cut straight to the introductions! Three firms will provide services and software for the MT PRRIME project:

ANDERSEN CONSULTING, the project's prime contractor, is providing software implementation and project management expertise.

PEOPLESOFT is supplying the software that will replace the state's core financial, human resources, and asset management systems.

AND LEGACY SOLUTIONS is providing the state's new budget system.

ANDERSEN CONSULTING

Andersen Consulting is a global management and technology consulting organization with an important mission -to help clients change to be more successful. The company does this by working with its clients to effectively link strategy, people, processes and technology. Established in 1988 as a separate business unit of Andersen Worldwide, Andersen Consulting has more than 50,000 employees around the globe. The company's growth has been tremendous this decade. In fact, total annual revenues grew 26%, from $4.2 to $5.3 billion, during the 1995-96 time period.

THE PEOPLESOFT ALLIANCE

In 1993, Andersen Consulting and PeopleSoft formed an alliance to work together implementing PeopleSoft applications within the public sector. Founded in 1987, PeopleSoft is a leading provider of client/server administrative applications. The company's mission is to provide innovative software solutions that meet the changing business demands of enterprises worldwide. During each of the past seven years, PeopleSoft has doubled its revenues and number of employees. The company now employs more than 3,000 people, and its 1996 revenues reached $450 million.

MORE ABOUT LEGACY SOLUTIONS

Formed in 1994 by managers from several of the "Big Six" business-consulting firms, Legacy Solutions focuses on providing client/server development expertise. This company's budget package is a statewide client/server system that integrates all of the budget development components within a powerful, user friendly system. Nevada and North Dakota have already implemented Legacy Solutions' budget package, and we're next!

WELCOME DALE MATHESON

Dale and his family have moved from Portland, Oregon, to Helena, so that he can commit full-time to MT PRRIME as Andersen Consulting's Project Manager. He brings extensive experience, including 10 years with Andersen Consulting and participation in a variety of successful projects throughout the Pacific Northwest.

Dale Matheson

Which Software Modules Have Been Purchased?

When the state's core business systems (SBAS, PPP, PAMS, MIBS and the Warrant Writer System) are "unplugged," what will take their place? Here's a brief description of the purchased software modules. The respective, *target*, implementation date — when a module is scheduled to be up and running—is noted for each. *Keep in mind that as the project progresses, we may encounter business reasons that warrant altering these proposed dates.*

A more complete description is available to assist managers in reviewing their current projects. Agency managers will want to understand the functionality of the PeopleSoft modules to decide which information technology (IT) projects should be continued, delayed or canceled.

BUDGET

Budget Development Module (5/98)

- Provided by Legacy Solutions, this is the only module not currently part of the PeopleSoft suite.
- Will assist OBPP (Office of Budget and Program Planning), LFD (Legislative Fiscal Division), and agencies in preparing budgets for submission to the 1999 legislature, tracking budgets through the legislature, and transferring HB 2 appropriations to the PeopleSoft General Ledger.

FINANCIAL RELEASE #1

Asset Management (Fall '98)

- Allows for storing extensive physical asset information and ensuring tight control over assets.
- Provides for a complete history of every asset location, and custodian, maintenance, and financial events.
- Can be used to plan, budget and track asset acquisitions.
- Can perform mass additions, transfers, adjustments, retirements and reinstatements online.
- Automates the complete asset lifecycle—from receiving, through in-service, to retirement.
- Can schedule asset maintenance, upgrades and inspections.

HUMAN RESOURCE MODULES

Human Resources (4/99)

- Manages a base of information on each employee.
- Tracks training and employee competencies.
- Establishes organizational units, assigns salary and grade structures, defines position characteristics (including location, job code, title, shift and work days), and tracks expenditures and related budget information.
- Tracks applicants, routes resumes, processes offers and new hires, and produces applicant flow statistics.
- Provides EEO/AA (Equal Employment Opportunity/Affirmative Action) reports and analysis.
- Meets OSHA (Occupational Safety and Health Administration) reporting requirements.
- Defines benefit plans and eligibility rules.
- Administers COBRA requirements. (COBRA is federal legislation that defines the rights of employees, and their dependents, with regard to the continuation of group health benefits.)
- Sets individual benefit premiums and processes billings, payments and adjustments.

Payroll (4/99)

- Produces checks and direct deposits.
- Tracks deductions and prepares state tax reports.
- Calculates gross, net and retroactive pay.
- Prorates mid-period pay increases, hires, and terminations automatically.
- Contains complete, up-to-date, tax tables and produces quarterly and annual tax reports.
- Garnishes wages.
- Manages U.S. Savings Bond investments.

Benefits Administration (4/99)

- Automates the processing of ongoing events, such as new hires, terminations, promotions and family-status changes, to determine benefit eligibility and allows the creation of personalized enrollment and confirmation statements.
- Automates the process of identifying and enrolling eligible participants in Benefits Billing.
- Automates COBRA-participant eligibility tracking and enrolling.
- Manages all phases of an open-enrollment period.

Time and Labor (4/99)

- Provides a single, consistent, auditable repository of all time-related information.
- Automates the timekeeping process.
- Tracks employee compensatory time earned and taken.
- Allows the adjustment of previously reported data.

FINANCIAL RELEASE #2

General Ledger (7/99)

- Delivers a convenient solution for grouping detail items based upon the chart of accounts.
- "Tree" diagrams visually establish summarization levels and reporting relationships.
- Provides drill-down to transaction-level detail from all ledgers within a ledger group.
- Provides separate ledgers for budgets, forecasts, allocation results, accrual adjustments, and non-financial statistics.

Accounts Receivable (7/99)

- Provides many ways to process accounts receivable information.
- Calculates and stores client history by accounting period at specified detail levels.
- Determines aging categories.
- Performs payment trend analysis.
- Can share information with the Accounts Payable module.
- Applies payments to more than one customer, among organizational units.
- Refunds partial payments or deductions when payment is less than item amount.

Accounts Payable (7/99)

- Manages cash disbursements and optimizes cash flow.
- Allows for the establishment of diverse payment terms.
- Is integrated with the General Ledger, Purchasing, and Asset Management modules.
- Segregates vendor entry and the approval process.
- Allows the identification of 1099 vendors and the creation of 1099-MISC tapes and forms.
- Can collect and analyze vendor statistics.

Billing (7/99)

- Allows users to define billing activities by establishing their own multiple units, billing sources, bill types, billing cycles and schedules.
- Defines account-specific invoice formats, payment terms, discounts, surcharges, standard notes and comments, and charge codes.
- Provides online access to invoicing information.
- Online account query and drill-down facilitate the hunt when searching for specific information.

Projects (7/99)

- Provides efficient, cost effective access to project information.
- Allows the user to define their own project hierarchies, allocation methods, approval hierarchies, calendars, cost categories, events and statuses.
- Use to create project "trees" to define roll-up and drill-down analysis, as well as provide a visual representation of project hierarchies.
- Use resource types, categories, subcategories, and groups to break down costs to the detail level required.

Purchasing (7/99)

- Manages the entire purchasing process—from requisition entry, through purchase order generation, to receipt of goods.
- Allows creation of encumbrances.
- Provides for vendor maintenance and voucher matching.
- Integrates directly with Accounts Payable and Asset Management.

Inventory (7/99)

- Works seamlessly with the Purchasing and Asset Management modules to manage inventory balances, order fulfillment and replenishment.
- Provides the ability to organize and group inventory items according to many characteristics.
- Allows for the maintenance of materials-driven inventory.

REPORTING TOOLS

MT PRRIME system users will become familiar with three reporting tools that are helpful in extracting information from the database.

Query

- Enables users to obtain data for analysis and reporting without having to write SQL (Structured Query Language) statements.

nVision

- Provides analysts the ability to extract and format data from the database.
- Links interactively to the database, allowing for roll-up and drill-down analysis.

Crystal Reports

- A versatile report formatter that allows users to generate reports by utilizing the Query-to-Crystal Interface.
- Can also be used to create forms and labels.

MT PRRIME VOCABULARY BUILDER
A GUIDE TO TERMS YOU MAY HEAR

CLIENT/SERVER—This refers to a computing environment where an employee's PC acts as the "client" and a larger computer acts as the "server." The purpose is to do some of the computer processing on the user's PC. The larger computer stores and manages shared information and does the processing that best uses its capabilities.

SOFTWARE MODULE—A software program intended to process closely associated duties is termed a module. The state has purchased 13 modules. Of the 12 purchased from PeopleSoft, four relate to human resources, and eight relate to linance and asset management. The other module, for budget development, has been procured from Legacy Solutions.

END-USER TRAINING—Just like employees today understand SBAS (the Statewide Budgeting and Accounting System), PPP (the Payroll, Personnel, and Position Control System), and PAMS (the Property Accountability Management System), users will need to understand the new system in order to operate the different modules. "Just-in-time" end-user training will be provided in a model office environment.

DATA CONVERSION—Data from existing systems will be used to populate the tables of the new system. For example, data from PPP will be used to populate the PeopleSoft human resource module. One obvious question is "how much historical data should be entered into the new system?" The trade-off between cost vs. access to old data will be the primary consideration in making these decisions.

FLAT FILE—First it helps to understand the term "record." A record generally contains specific pieces of information related to an object or person. For example, a record may contain an employee's name, address, date of birth, and sex. A llat file is a collection of records that can only be read sequentially, beginning with the first record, and reading through one record at a time until the end of the file is reached. Flat files are similar to the common, comma-delineated files used by spreadsheets. These files usually have a defined structure so that each character belongs to a defined "field." For example, the "Name" field may be defined as characters 1-20, and "Address" may be assigned to characters 21-40.

FULLY INTEGRATED SUITE OF PRODUCTS—In our case, "fully integrated suite of products" describes an information system that allows data entered in one location to be automatically and instantaneously updated throughout the system. For example, Lotus allows one spreadsheet to contain multiple worksheets that may be linked together by formulas and macros. If you change data on one worksheet, other worksheets reflect the change immediately.

PeopleSoft is not a "fully integrated suite of products" according to this definition. The financial and human resource applications are separate, but tightly coupled through well-built interfaces. These interfaces automatically ensure that the applications remain in sync.

INTERFACE—An interlace is a technique lor keeping separate systems updated with information. For example, SBAS and the Warrant Writer interface to process warrants. Interfaces can be used weekly, nightly, hourly, or every minute to keep the systems as current as needed.

BUSINESS RULES—These are an organization's business practices incorporated within the software. They define how the software module operates, so users of the software can be confident that they are following the business rules related to their work.

MID-TIER—This term identifies computers that are not as small as PCs and not as large as mainframes. Mid-tier computers are frequently used to run databases and often utilize the UNIX operating system instead of Novell NetWare.

SOFTWARE CONFIGURATION—PeopleSoft software is highly configurable. This means that the Project Team can make choices about how the software operates, without doing traditional programming. For example, simply by choosing from a selection of options, an organization can design the software to pay weekly, monthly or every other week—a practice we intend to continue!

What's That "R" Extra in MT PRRIME?

Department of Revenue's Revenue and Information Processing Center

No, it's not misspelled! The extra "R" in the MT PRRIME acronym stands for "Revenue" to signify the relationship between the MT PRRIME project and the Revenue and Information Processing Center (RIPC).

MARY BRYSON
Director
Dept. of Revenue

WHAT IS THE RIPC?

The Department of Revenue (DOR) received funding from the 1997 legislative session to create the RIPC, which is a core component of DOR's META (metamorphosis) project. The RIPC will offer these services to state agencies having revenue collection responsibilities:

- Revenue processing (payment receipt, cashiering);
- Information processing (data capture, transmittal);
- Accounts receivable processing (establishing receivables, management reporting, delinquent collections); and
- Customer service activities (account inquiry, call routing).

CITIZEN & AGENCY BENEFITS

Citizens will have a single point of contact for questions regarding receivables, regardless of whether those receivables are taxes, licenses or fees. And through centralization, this center should reap economies of scale and offer agencies competitive services on a cost recovery basis. Agencies should expect to use the RIPC once cost savings are demonstrated.

HOW ARE MT PRRIME & THE RIPC LINKED?

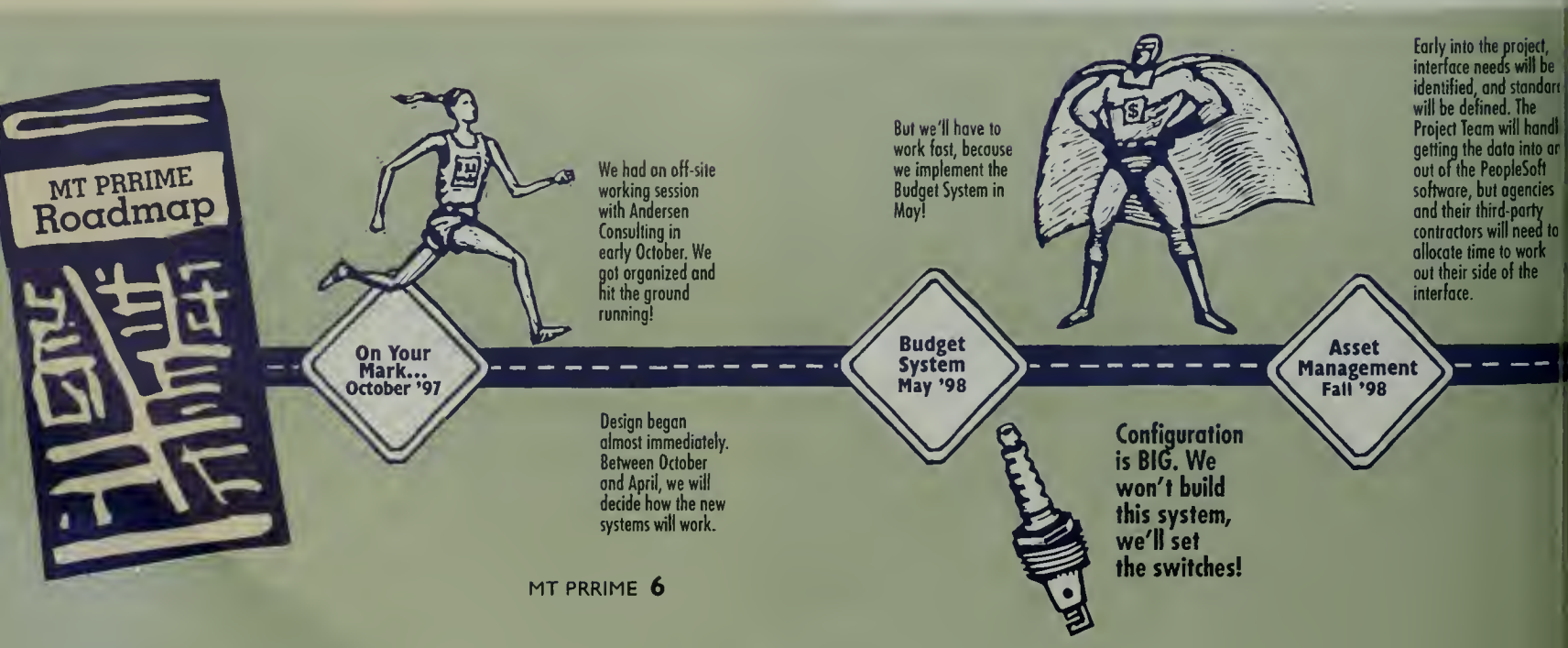
The Accounts Receivable module provided by PeopleSoft, and targeted for implementation during July 1999, will be evaluated by DOR to understand the extent to which it may provide the technology enabler for the RIPC.

Brian McCullough

STEVE BENDER
Budget Team Leader
MT PRRIME

TERRY JOHNSON
Principal Fiscal Analyst
Legislative Fiscal Division

BRIAN MCCULLOUGH
Assistant Project Manager
MT PRRIME


MT PRRIME Roadmap
On Your Mark... October '97
We had an off-site working session with Andersen Consulting in early October. We got organized and hit the ground running!
Design began almost immediately. Between October and April, we will decide how the new systems will work.
Budget System May '98
But we'll have to work fast, because we implement the Budget System in May!
Asset Management Fall '98
Early into the project, interface needs will be identified, and standard will be defined. The Project Team will handl getting the data into ar out of the PeopleSoft software, but agencies and their third-party contractors will need to allocate time to work out their side of the interface.
Configuration is BIG. We won't build this system, we'll set the switches!

First-The New Budget Development System

MT PRRIME's first module rollout will be the new and improved budget system. This system will complete the construction of a relational-database budgeting system that began in 1997 with the MIBS (Montana Integrated Budget System) project. It is planned that agencies will be inputting their drafted EPP (Executive Planning Process) requests into the new module by May 1998 and using it to build their FY00-01 budgets. The new budget system is intended to suit all of our common needs into the future and accommodate unique budgeting practices among agencies.

The new system's base functionality should cover virtually all of the budget preparation work of agencies, the Office of Budget and Program Planning (OBPP), and the Legislative Fiscal Division (LFD). System capabilities will include narrative functionality, HB 576 rate building, performance measures for performance-based budgeting (PBB), the spreading of fixed costs, turnaround processing, EPP forms with automatic interfaces to the approved budget files, and present law adjustments. Before fiscal year end 1998, expenditure forecasting functionality will also be available to allow budget development and issue identification work on the system.

The narrative functionality will enable OBPP and LFD to create the budget and analysis documents that result in the budget book, and agencies will have read access to that narrative, as it is prepared. Since agency personnel will be able to view the narrative online, it should be easier to resolve questions, with OBPP and LFD staff, over the telephone. As OBPP proposes changes to an agency's budget, agency staff will be able to use read access to see what is happening. When LFD or OBPP asks questions regarding the base budget costs, each agency will be able to expand the budget summary level of detail to display base-level detail by responsibility center. During the 1999 legislative session, agencies will be able to drill down to the detail level used to build the executive budget request.

Based on the legislative intent documented by LFD in the "Appropriation Report," OBPP, with agency input, will establish the appropriations and corresponding operating plans. This process provides the data necessary for a one-time set of accounting entries that will be automatically generated from the budget development system.

In addition, each agency will have the option to use the budget development system to update their executive budget request to reflect OBPP and subsequent legislative changes to their budget. By using the system for budget tracking during the legislative session, an agency will be able to have the system create one initial set of self-balancing budget entries at the beginning of each fiscal year. These entries will, in essence, reallocate the agency's budget to whichever level, below the legislatively authorized level, they choose. This reallocation would represent the level an organizational unit, within a given agency, chooses to use to manage their budget consistent with the legislative intent. All subsequent budget entries for each fiscal year will be created through the new PeopleSoft financial system.

When the 1999 legislative session ends in April 1999, agencies will be able to complete what was once called the turnaround process by identifying, directly on the budget system, where appropriations are needed. The appropriation number structure is one example of an information control core (ICC) element that may change from its current structure. Details like these will be addressed during the next few months as the MT PRRIME Team and your Agency Associate(s) observe the new budget system, and PeopleSoft's accounting structure, in more detail. With the planned rollout during spring 1998, agencies will be prepared to enjoy the enhanced functionality the new budget development system will deliver.

After we design and configure, we will test, test, and test again.

It will be a long, arduous journey. But together it can be done, and We will do it!

Human Resources April '99

Balance of Finance July '99

State Support July 31st '99

Implementation is the process of converting data, training users and cranking up the software. We'll do four, separate implementations to complete MT PRRIME — the Budget System; Asset Management, the first of the Finance modules; Human Resources; and the balance of the Finance modules. The implementation dates shown here are the current, target, implementation dates. Keep in mind that as the project progresses, we may encounter business reasons that warrant altering these target dates.

We know that training delivered too early is easily forgotten, because you can't practice on a system that doesn't exist yet. So as implementations near completion, knowledgeable state employees will deliver users just-in-time training in a hands-on environment!

Andersen Consulting will complete their contract on July 31, 1999.

IN THE PLUS COLUMN with MT PRRIME Financials

JUDY PAYNTER
Deputy Director
Dept. of Revenue
CHUCK VIRAG
Team Leader
MT PRRIME's Finance Team

The MT PRRIME project will dramatically affect the state's accounting environment. In simple terms, MT PRRIME will replace Montana's core accounting, budgeting and property management systems. This change is needed because Montana's current financial management systems, SBAS (the Statewide Budgeting and Accounting System) and PAMS (the Property Accountability Management System):

- Are not Year 2000 compliant;
- Rely on obsolete technology; and
- Hinder the implementation of more efficient business processes.

PeopleSoft financial-management applications will replace these aging systems with new functionality made possible by state-of-the-art technology. The obvious advanced features include enhanced on-screen graphics, point-and-click movement through the screens, current-time data processing, and inquiry and reporting capabilities only previously dreamed about by SBAS and PAMS users.

The functionality of these applications will expand opportunities for dramatic changes in the way we manage and report our financial data and conduct our business processes. For example, agencies will have the ability to maintain their own financial data warehouses. This will significantly enhance each agency's ability to access and report information—when it is needed and in useable formats. Business processes that are currently fragmented, such as procurement, accounts payable and fixed asset management, will be redefined. Work related to these processes will flow automatically through the new system, eliminating unnecessary paper and process redundancies. **Using the new tools available through the PeopleSoft financial applications, we can work together to achieve creative and exciting solutions to our business problems.**

Judy Paynter

Chuck Virag

MT PRRIME and Human Resource Management —

AN END TO THE PA

MARK CRESS
Team Leader
MT PRRIME's Human Resources Team
BETH MCLAUGHLIN
Chief Personnel Officer
Dept. of Public Health and Human Services

Beth McLaughlin

It's a simple modification, like revising a health benefit selection or choosing a new life insurance beneficiary. But how many times has the smallest change in your human resources (HR) status triggered a complex process? Remember all of those visits to your HR office, the paper forms to complete, the signatures to obtain, and the multiple photocopies for filing in multiple locations? Through MT PRRIME and the People Soft Human Resource Information System, we'll work together to eliminate the paper trail and deliver HR to you, the customer—on your desktop computer.

Imagine using your home computer and the state web page to enroll for benefits; checking your payroll deductions via interactive telephone; capturing time and labor data directly online; using your PC to access your personal training record; automatically capturing resume content off the Job Service web page; scanning training files on the database to align staff competencies and skills with new project requirements; or searching for common career paths within and across agency lines. Organizations worldwide are capturing opportunities like these through computer technology and sophisticated, "expert system" software designed to support HR decisions.

Montana state government can't offer all of this functionality yet. But we're taking great steps in that direction with changes under development in the Human Resource Competency Project, the MT PRRIME project, and other, individual, agency efforts. These undertakings will provide state government with more dynamic personnel systems. Where HR has traditionally been dominated by policies, rules, approval forms

PER TRAIL?

and reams of paper documentation, new technology will allow much of the HR information to be captured, reviewed and updated by the employee and their supervisor. Previously difficult processes, like hiring a new employee, signing up for a benefits program, or conducting a performance evaluation, can be streamlined as participants perform many of the steps online. As a result, HR decisions are managed by the employee and the supervisor, rather than being processed and approved in a personnel office.

By lessening the administrative drudgery associated with HR, staff have more time to focus on important strategic planning issues like training, recruitment and career development. And human resources planning is further enhanced by online access to varied and current employee data. With time to plan and access to good information, it becomes easier to develop staff competencies aligned with the agency's mission. So through MT PRRIME and other efforts underway, Montana can look forward to human resource processes and information that contribute to the development of successful employees, teams and agencies.

Mark Cress

Increasing the "Good & Service" in Goods & Services

The MT PRRIME project will deliver our great state into the 21st century with the most advanced technology available today, and we are very proud and excited to be a part of it. One area that will be impacted is purchasing and asset management — a key element to the success of any business, including state government. Over the past several years, we have seen positive changes in the way government procures goods and services. However, the functionality of these processes and the ability for sharing information have continued to be antiquated. Implementing the PeopleSoft technology will make it easier and more efficient to do business with our customers and with other agencies. We envision that state employees will gain the ability to use desktop computers to generate requisitions, view catalogs, process purchase orders, record assets, maintain inventories and process electronic payments.

DAVID CLARK-SNUSTAD
Chief Accounting and Property Bureau
Dept. of Fish, Wildlife and Parks
NYLA JOHNSON
Team Leader
MT PRRIME's Asset Management Team

David Clark-Snustad

Nyla Johnson

Purchasing processes have sometimes been time consuming and difficult. What is proposed through MT PRRIME will be a streamlined effort to get the goods and services required in a more efficient and timely manner. For example, when an end user identifies a need for a particular product, a request for that need will be entered into the MT PRRIME system. From that point forward, all steps necessary to purchase, receive, pay for, and inventory the product will be generated within the system. In essence, this will allow for the single entry of information that may then be shared with other required business functions.

MT PRRIME's success depends upon the participation and commitment of state employees, at all levels. Over the next 18 months, the MT PRRIME Project Team and Agency Associates will be soliciting the support and input of state agencies. We are looking forward to working with you to implement a system that will serve us all well.

Congratulations to SBAS And All of Its Co-workers

TERRY ATWOOD
MT PRRIME's Finance Team
BURWELL GOOCH
Systems Analyst, Dept. of Administration

A celebration is in order! SBAS (pronounced si'-bus), the Statewide Budgeting and Accounting System, is one of those fortunate state employees looking forward to retirement soon. Glance below at the impressive resume this short-timer has built during its 25-year career with the State of Montana. SBAS and its interrelated systems have consistently served us well. In fact, there have been only a few days during all of these years that SBAS didn't show up for work. One was February 2, 1989, when a train explosion near Carroll College closed all of state government!

Credit for this dedicated performance goes to the numerous mentors who have supported SBAS over the years. Many former and current state employees have worked long and hard to build, within SBAS, the functionality it has needed to perform its job responsibilities. There's never room on a resume for a complete list of references, but SBAS has listed some of the many folks who have contributed greatly to its success.

Now we must say goodbye to SBAS and its interrelated systems, and usher in a new one. Bringing a "new hire" on board will require some initial extra effort from many of us. But it also offers the opportunity to examine our business processes from a fresh perspective. What we have learned from the existing systems will aid us enormously as we develop the new MT PRRIME system. And through broad agency participation, we will team this wisdom with fresh ideas and energy to implement a new system that will serve us well into the future. Hopefully we'll be settled in soon and wondering how we ever lived without the new MT PRRIME system. Like other retirees, SBAS will be pleased to hear that a fine replacement carries on with the work.

Burwell Gooch, Dept. of Administration's 1996 Employee of the Year.

Resume for SBAS

FULL NAME The Statewide Budgeting and Accounting System
ADDRESS State of Montana's mainframe computer, Mitchell Building, Helena, MT
DATE OF BIRTH July 1, 1972—over two years in the making

WORK EXPERIENCE

1970	Received legislative approval as part of state government's reorganization.
July 1, 1972	Streamlined the accounting function by providing agencies a central accounting system.
July 1, 1978	With the help of many mentors within state government, and the Arthur Andersen CPA firm, upgraded my functionality to supply better accounting information and provide Montana's universities SBAS access.
1978	Brought PAMS, the Property Accountability Management System, on board to track state-owned fixed assets.
Feb. 1, 1989	Implemented OEE, Online Entry and Edit, to eliminate most of the paper forms being processed through data entry.
July 1, 1989	Upgraded Warrant Writing System to allow sealed warrants to be issued, 1099 forms to be created centrally, and easier processing of debt collections against state-issued warrants.

REFERENCES **Over its long career, SBAS and the interrelated systems have benefited from many mentors, including these:**

SBAS IMPLEMENTATION	Bonnie Cochiell, John Donwen, Jim Haubein, Ray Hoffman, Mary Longmaid, Ron Near, Paul Rylander, Doyle Saxby (later Director for Department of Administration), Woody Warfield, and Arthur Andersen Consulting.
SBAS UPGRADE	Jeff Brandt, Terry Cannon, Al Christianson, John Donwen, Jack Ellery, Sue Kissinger, Bob Kuchenbrod, Jerry Lachere (Mr. SBAS), Don Larson, Mary Longmaid, Jim Lucke, Brian McCullough, Mary Munsell, Drew Routzahn, Rod Sager, Jim Sheehy, Jean Skillman, Gary Spears, Mike Steel, Dorinda Stock, Earl Zuelke, and Arthur Andersen Consulting.
PAMS	Brenda Haseman and Earl Zuelke.
OEE	Mary Anderson, Terry Atwood, Robin Hein, Jerry Lachere, Kevin McHenry, and Sherry Rand.
WARRANT WRITING UPGRADES	John Clark and Debbie Von Vliet.

PPP—The State's Payroll, Personnel & Position Control System

Saying Goodbye to a Classic

ANNE MASSEY-BAUER
Policy Specialist
State Personnel Division
JOHN MCEWEN
Acting Administrator
State Personnel Division

Those Ps represent what was revolutionary when PPP was created — the integration of the payroll, personnel and position-control functions. For the first time, human resource information could be entered in one function and used for others. Previously, each agency maintained a separate system, resulting in confusion, re-keying of information, and a high potential for error.

PPP'S MANY INNOVATORS

Jeff Brandt, one of PPP's original designers, says "The need was obvious. There was a lot of redundant information. It seems logical now, but . . . putting this together across agency lines was no small feat." About 10 programmers were assigned to do the work, but many more people across state government were involved in its inception. Other state employees (past and present) who contributed to PPP's success include Woody Anderson, Kathy Beam, MaryGail Carmony, Mark Cress, Linda Davis, Sharon Gorie, Richard Hall, Brenda Haseman, Terry Itami, Colin Jenkins, Helen Kittel, Dick LaFranz, Roger Linnell, John McEwen, Judy Nelson, Jim Nys, Terri O'Donnell, Gary Poepping, Sherry Rand, Brenda Rogelstad, Jim Sheehy, Dan Sidor, Tom Smith, Mike Steel, Glen Stroop, Mike Stroop, Al Tompkins, Donna Warner and Mary Young.

According to Brandt, the system was designed primarily for payroll. "It was never meant to be fancy . . . it was a workhorse designed to deliver primary functions," he said. And Donna Warner, state central payroll supervisor, notes that PPP has lived up to that charge quite efficiently. "In my 23-years," she says, "we have never missed a payday. PPP has served the State of Montana very well for 15 of those."

MORE THAN 800 ENHANCEMENTS OVER 15 YEARS

PPP was implemented in January 1982 as a "vanilla" system — it didn't have major bells and whistles. In October of the some year, the leave accumulator function was brought into PPP. This was a huge boon to agencies.

DIRECT DEPOSIT. One of PPP's pivotal accomplishments was enabling direct deposit in 1984. The program gradually gained popularity, and by the end of 1984, 50% of state employees were using direct deposit. That number has now climbed to 85%. Besides saving the state time and money, the direct deposit program saves participating employees a trip to the bank.

TRAVEL REIMBURSEMENT. Enhancing the PPP system to include travel reimbursement also greatly simplified the lives of state employees. Bill Salisbury and Darrell Zook of Department of Transportation conceived this modification, which went into effect July 1, 1988. This allowed travel advances and reimbursements to be incorporated within paychecks, thereby eliminating multiple payments to those employees. And although most people enjoyed PPP's increased functionality for tracking and reimbursing travel, rumor has it that one state employee ended up in divorce court once his wife found

John McEwen likes Jeff Brandt's comparison of PPP to a 1957 high-mileage Chevy. "With MT PRRIME," adds John, "we'll be driving state-of-the-art technology where dealer options—like integration of functional areas, greater information access for end users, and enhanced maneuverability in the ever-changing business environment—come standard."

out how much he had been receiving for meals while traveling!

PRE-PAYROLL. 1989 brought another major improvement when the system went online with the implementation of Pre-Payroll. For the first time, agencies could download employee information from the mainframe, input time records, and then upload the information for central payroll. Going online saved significant time and energy that had been previously spent inputting information and correcting errors.

ONLINE FORMS. In 1991, the state implemented online forms, which meant agencies could input information directly to the mainframe instead of having to use paper forms. Over the years, according to Donna Warner, there have been more than 800 enhancements to the PPP system, 10 of which were major.

TECHNOLOGICAL ADVANCES HAVE SWEPT BY PPP

PPP was built using the most innovative technology at the time—Integrated Database Management System, or IDMS, technology. Montana was on the cutting edge of technology, and PPP was the envy of other states. But 15 years later, technology has advanced. When PPP was implemented, agencies accessed the mainframe from dedicated terminals; today access is via a PC with software for word processing, spreadsheet and e-mail capability. And since PPP is not an end-user tool, it's difficult for end users to get the information they need as quickly as they require it. Another problem is that PPP is not integrated with SBAS, the Statewide Budgeting and Accounting System. Personal services expenditures, for example, don't automatically create a debit in the accounting system, so managers have to either create their own tracking systems or read back and forth between different reports.

Brandt likened PPP to a 1957 Chevy with many miles on it — it has served us well, but it was built before we had the technological options we have now. Jim Sheehy, one of PPP's implementers, says that the new MT PRRIME system will provide more integration between functional areas, greater information access, and an enhanced ability to react to the ever-changing environment. This business functionality is necessary to provide the most efficient and effective services to our customers.

MT PRRIME Associates
Delivering Valuable User-Community Involvement

To ensure that MT PRRIME meets the needs of users statewide, agencies have generously committed staff to the Project on a part-time basis. MT PRRIME Associates continue to work out of their employing agency but are available for user acceptance groups, coordinating interfaces, identifying issues, and providing points of contact between their agency and the MT PRRIME Project Team. The Associate list keeps growing, but as of November 1997, it included these individuals. Lead Associates are denoted by an asterisk.

ADMINISTRATION, DEPT. OF
- Linda Davis
- Barb Kain
- Anne Massey-Bauer
- Cathy Muri*
- Donald Nance
- Jere-Ann Nelson
- Mike O'Connor
- Dave Senn
- Rodger Sheppard
- Linda Vaughey
- Donna Warner
- Wendy Wheeler
- Gary Willems

LONG-RANGE BLDG. PROGRAM
- Kathy Willis*

AGRICULTURE, DEPT. OF
- Deena Korting
- Sandy Kuchenbrod*

ARTS COUNCIL, MONTANA
- Carleen Layne*

CHIROPRACTIC LEGAL PANEL
- Mary Lou Garrett*

COMMERCE, DEPT. OF
- Barb Charlton
- Judith Curtiss
- Bill Hoffman
- Teri Juneau*
- Edward Kelly
- Gayle Moon
- Melanie Strandberg

CONSUMER COUNSEL
- Celia Farlan*

CORRECTIONS, DEPT. OF
- Donna Aldrich
- Becky Buska
- Larry DeFrance
- Tom Dolan
- Rhonda Schaffer
- Joe Williams*

DEAF AND BLIND, SCHOOL FOR THE
- Bill Sykes*

EDUCATION, STATE BOARD OF PUBLIC
- Heidi Redman*

ENVIRONMENTAL QUALITY, DEPT. OF
- Heather Evans
- Forest Farris
- Tripp Hammer
- Judy Hanson*
- Jerry Smith

FISH, WILDLIFE AND PARKS, DEPT. OF
- Barry Beardslee
- Donna Campbell
- David Clark-Snustad
- Sue Daly
- Doug Denler
- Bill Hangas*
- Rob Rung

GOVERNOR'S OFFICE
- Colleen Filner
- Mary Jo Murray*

OFFICE OF BUDGET & PROGRAM PLANNING
- Steve Colberg
- Mariann Huso

HIGHER EDUCATION, OFFICE OF THE COMMISSIONER
- Debbie Van Vliet*

MHESAC
- Jayme Auer

HISTORICAL SOCIETY
- Sharon McCabe*

JUDICIARY
- Lisa Smith*

JUSTICE, DEPT. OF
- Rick Ask
- JanDee May*
- Karen Munro
- Esther Schneiter
- Jackley Stean

CRIME CONTROL DIVISION
- Glenda Grover
- Don Merritt
- Tom Murphy*
- Nancy Petrie

LABOR AND INDUSTRY, DEPT. OF
- Brenda Bennett
- Cheryl Grey
- Ken McElroy
- Theresa Scott*

LEGISLATIVE BRANCH
- Karen Berger*
- Steve Eller
- Tori Hunthausen*
- Terry Johnson*

LIVESTOCK, DEPT. OF
- George Harris*

MILITARY AFFAIRS, DEPT. OF
- Doug Booker*
- Virginia Cameron
- Karen Revious

NATURAL RESOURCES & CONSERVATION, DEPT. OF
- Bob Aver
- Ann Bauchman
- Al Christianson*
- Glenna McClure
- Bruce Swick
- Jeff Williams
- Jack Zanto

POLITICAL PRACTICES, COMMISSIONER OF
- Dulcy Hubbert*

PUBLIC HEALTH AND HUMAN SERVICES, DEPT. OF
- Kathy Battrick
- Gail Briese-Zimmer
- Ellen Duncan
- Janice Frisch
- Connie Griffith*
- Jeanne Rasmussen
- Mary Rude
- Scott Sim
- Kathy Wilkins

PUBLIC INSTRUCTION, OFFICE OF
- Julia Dilly*
- Bekki Flanagan

PUBLIC SERVICE REGULATION, DEPT. OF
- Wayne Budt*
- Laura Calkin

REVENUE, DEPT. OF
- Duane Grimes
- Diana Jones
- Rodger Nordahl*
- Rich Walter

SECRETARY OF STATE, OFFICE OF THE
- Brian Abel
- Gary Managhan*
- Gregg Wheeler

STATE AUDITOR
- John Huth*
- Pat Jirsa
- Bob Meismer
- Mike Sedlock

STATE COMPENSATION INSURANCE FUND
- Lynn Donnelly*
- Eivind Nilsen
- Joanne Shydian

STATE LIBRARY, MONTANA
- Kris Schmitz*

TRANSPORTATION, DEPT. OF
- Jean Applegate
- Lori Balcerzak
- Stuart Beagles
- Jean Bond
- Mike Bousliman
- Dawn Brewer
- Monte Brown
- Dorothy Cail
- Carol Cook
- Alyce Fisher
- Larry Flynn
- Linda Hicks
- Millie Johnson
- Vicky Koch
- Gordon Koterba
- Mary Lamb
- Maureen Leo
- Clayton McElravy
- Gordon McGaw
- Penny Moon
- Deborah Niehoff
- Sandra Sager
- Cynthia Summers
- Debby Williams
- Kathleen Yarnall
- Darrell Zook*

UNIVERSITY SYSTEM

MONTANA STATE UNIVERSITY
- Cathy Conover
- Craig Deaton
- Jody May
- Craig Roloff
- Dianna Wojtowicz

BILLINGS COLLEGE OF TECHNOLOGY
- Terrie Iverson
- Rozi Kloberdanz

COLLEGE OF TECHNOLOGY GREAT FALLS
- Tom Stump

NORTHERN
- A. Lou Lucke
- Bill O'Donnell

THE UNIVERSITY OF MONTANA
- Susan Briggs
- Steve Henry
- Mary Jacobsen
- Rosie Keller*
- Peggy Schalk
- Lu Terry

HELENA COLLEGE OF TECHNOLOGY
- Chuck Wetterling*

MONTANA TECH
- Maggie Peterson*

WESTERN MONTANA COLLEGE
- Lois Cearley*

The IT Community's Challenge

MIKE RANDALL
Chief, Information Services Bureau
Dept. of Transportation

MT PRRIME presents a significant challenge to our Information Technology (IT) community. Working in tandem with the MT PRRIME Team, agency IT professionals are critical to this project's success.

As agency IT personnel, we're facing Year 2000 deadlines; new desktop directions (like MS Windows 95 and a replacement e-mail system); network expansion, and the many application rollouts unique to our respective agencies. As we address these challenges, it is vitally important that we coordinate our specific activities with MT PRRIME. For example, agency IT professionals will need to:

- **Determine which applications require the interfacing of information to and/or from MT PRRIME applications.** Early identification of all existing interfaces to SBAS (the Statewide Budgeting and Accounting System) and PPP (the Payroll, Personnel, and Position Control System) will give each agency a headstart on this requirement.
- **Decide which agency applications can be replaced with functionality from MT PRRIME applications.** Legacy application functionality must be assessed against MT PRRIME's packaged, configured offerings. Agency Associates, those staff serving as agency liaisons to the MT PRRIME Project Team, will play a critical role in making these decisions.
- **Determine agency-specific network, server and desktop requirements.** To learn more about the equipment and software requirements agencies will face as a result of MT PRRIME, please see the "Strategic Questions . . . and Answers" article beginning on page 14.

Mike Randall

- **Assist with developing and following all relevant implementation plans.** This step will include the development, testing and deployment of all application interfaces previously identified. Internal IT staff and third-party contractors will need to dedicate time to reestablish these interfaces. Specific responsibilities of MT PRRIME staff, agency program managers, agency consultants/contractors and agency IT staff will all need to be identified. And precise methods of interfacing applications will require agreement. Bear in mind that each interface team will need to include a mix of individuals—some knowledgeable about Oracle and some who know the particular agency legacy system. Each interface will form the connection between MT PRRIME's Oracle-based core system and each agency legacy system.

"Each interface team will need to include a mix of individuals—some knowledgeable about Oracle and some who know the particular agency legacy system."

Each of these tasks (and many others) will require the involvement of agency IT personnel. And in some situations, IT personnel will be asked to lead their agency's effort. Regardless of the specific role played, it's exciting to realize that we IT professionals are members of the broader MT PRRIME team. Improving service to our customers is the team's unifying goal; hard work and periodic compromise is our challenge.

MT PRRIME & Industry Desktop Standards

Word/Excel Competencies are Prerequisites for Module Training.

What is MT PRRIME's impact on the state's desktop standards—WordPerfect and Lotus? First, a little history! In 1984, WordPerfect and Lotus were selected as the state standards for word processing and spreadsheets, respectively. Volume purchasing, centralized support, training efficiencies, and most of all, our ability to move from job to job within state government without having to change word-processing or spreadsheet skills, made these decisions wise ones.

When the Request for Proposal (RFP) for MT PRRIME was written, one of the questions asked of the vendor community was, "How well does your product conform to the state's current hardware and software standards?" During the summer of 1997, some state employees rethought that question and suggested that it be reversed. In other words, "How well do the state's desktop standards conform to industry trends?"

An important reason for considering this perspective was that all of the products being evaluated for MT PRRIME work best with Word and Excel. But this wasn't the only reason:

- Many state employees use these software products on their home systems.
- Some agencies have found that their external customers use Word, and communicating on the same product is more efficient.
- Acquiring desktop applications as part of a suite (an integrated package) is considered industry best practice.
- The state's current, desktop software standards are all 16-bit applications, and technology advances require that we move to 32-bit standards. A detailed analysis of this move determined that an integrated software suite would best meet the state's needs.

Windows 95, Word and Excel are integral to all of the Legacy Solutions and PeopleSoft modules. So prior to receiving module training, users should

Minimal Impacts for Local Governments

DENNIS M. TAYLOR
Helena City Manager

Questions have been asked regarding MT PRRIME's impact on city and county government—whether they can expect to be affected and, if so, how. Local governments can rest easy. Few, if any, changes are expected to take place at the local level as a result of the new, business software, implementation project.

Systems that currently interact with local government (like Medicaid, vehicle registration and licensing, welfare, and child support) are programs that have been developed and are supported by Montana State agencies. MT PRRIME Project Team staff will work with agencies to address interface issues and minimize impact to local users. Individual agency programs are not expected to change as a result of MT PRRIME. Should an agency be in

plan on becoming proficient with these products. For example, training on the budget development module is scheduled for April 1998. Prior to that time, users of the budget system should receive Word and Excel training and be proficient with Windows 95.

Will this transition be difficult? Yes and no. The widely used Windows operating system has made the "look and feel" of different word-processing and spreadsheet products very similar. Most of the cost and effort associated with the transition will result from switching our training resources to the new products and teaching employees the new skills. Spreadsheet data conversion may also entail extra effort. But other states' experience has shown that much of the work previously done on spreadsheets transfers to the core system.

The real question becomes: "How can we minimize the negatives and emphasize the positives?" First, a 2½-year transition schedule has been suggested. This schedule will allow for the state's training resources to be converted to support the new products. Older PCs can be replaced with those configured with Word and Excel. And as work groups switch to the new products, supervisors can plan to adequately train staff.

Agencies need to review their spreadsheet applications and make a decision about their future. It may be best to leave standalone applications on Lotus. But if significant "design" work is planned for a spreadsheet, that may be the time to convert to Excel. And if a spreadsheet extracts data from, or posts data to, either PPP (the Payroll, Personnel, and Position Control system) or SBAS (the Statewide Budgeting and Accounting System), performing that work on the new MT PRRIME system may be the best option.

the process of planning the modification or update of a specific program, it can be expected to interface with the new software.

Jefferson County Treasurer Sue Miller recently joined the MT PRRIME Steering Committee and will serve as the local government representative. She will be able to keep abreast of local government impacts, minimize negative results, facilitate positive implications of the new program, and provide information based on concerns and issues relative to specific systems.

I look forward to seeing MT PRRIME's progress and wish the Team success. Montana agencies will be able to serve their constituents more efficiently and effectively once the software is implemented. Good luck.

The Universities & MT PRRIME

LAURIE NEILS
Director of Budget and Accounting
Montana University System

Why are the Universities involved in MT PRRIME? Primarily because MCA (Montana Code Annotated) 17-1-102(5) requires:

"All state agencies, including units of the university system, excluding community colleges, and the vocational-technical centers, shall input all necessary transactions to the accounting system prescribed in subsection (2) before the accounts are closed at the end of the fiscal year in order to present the receipt, use, and disposition of all money and property for which the agency is accountable . . ."

Sylvia Weisenburger and Donna Palmisciana

Laurie Neils

The primary goal of the University System campuses is acquiring a management information system to better serve students, faculty and staff with fully integrated student information, human resources and financial modules. It is important for the University System to be able to have student records, academic advising, registration, and financial aid "talk" to the finance and human resources system. Just as MT PRRIME will better serve state government needs by integrating purchasing and inventory with human resources and accounting systems, the Montana University System (MUS) is seeking integration of its informational needs.

However, the University System has an "enterprise perspective" with respect to functional, statewide, administrative systems. The University System assumes full responsibility for providing the state with necessary information required to satisfy statutory requirements as well as the information needs of the legislative and executive agencies of government.

The number one goal of MT PRRIME, relative to the University System, is to ensure that information systems are in place for the units when the state "unplugs" SBAS (the Statewide Budgeting and Accounting System), PPP (the Payroll, Personnel, and Position Control system), and PAMS (the Property Accountability Management System). Six of the eight MUS campuses use SBAS as their primary accounting system, and some University employees are paid by PPP. Coordination between the University System and MT PRRIME is critical while the campuses replace their systems. Fortunately, this goal is made a good deal easier with the able assistance of University of Montana's Sylvia Weisenburger and Montana State University's Donna Palmisciano. Sylvia and Donna are located in Helena with the MT PRRIME Team. They each serve on their university's steering committee in order to assist with the coordination effort between MUS and MT PRRIME.

Moving Toward an Operational Phase

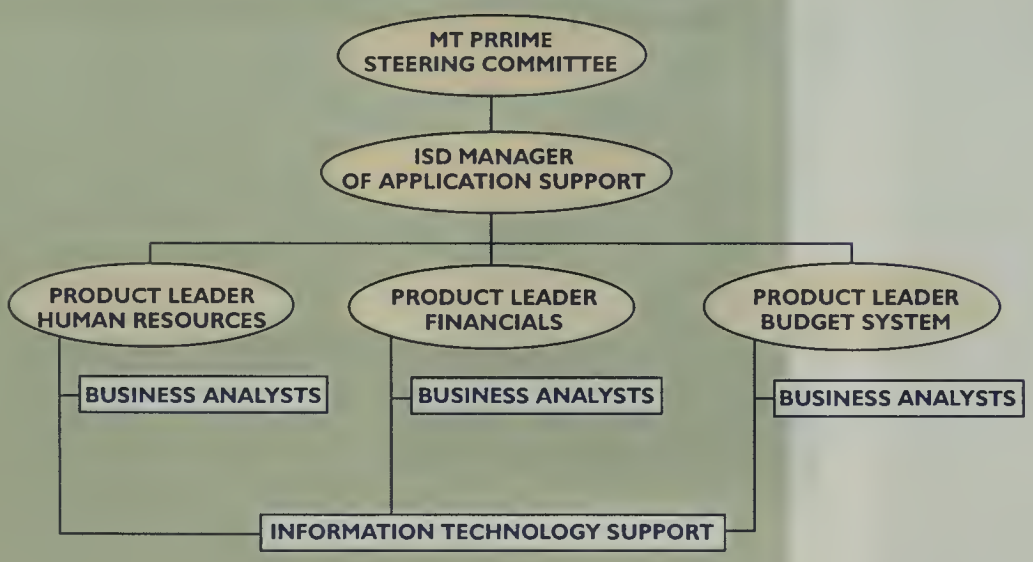
How will we maintain the PeopleSoft system once it's installed?

This soon into the project, it's difficult to have a clear idea of the future operational phase. But here's our early assessment.

Today we have people supporting and providing enhancements to PPP (the Payroll, Personnel and Position Control system) and SBAS (the Statewide Budgeting and Accounting System). As MT PRRIME replaces those systems, we will establish an operational group with the responsibility of maintaining the PeopleSoft and Legacy suite of software products.

As shown in the chart below, our initial plans call for business analysts and other information technology staff to support the human resource, financial, and budget modules. Note that the MT PRRIME Steering Committee will likely continue in an advisory capacity. (For an overview of the Committee, see the article topping page 15.)

"Here's our conceptual view of MT PRRIME's future operational group."



We will move into this operational phase gradually. As modules are implemented, we will transition to the operational/support phase for those up-and-running modules. During July 1999, the entire MT PRRIME installation is targeted to be complete, and the organizational structure outlined above (or some modification of it) will be in place.

Keep in mind that these systems are never "complete." New, regularly scheduled, software releases are published approximately every 18 to 24 months. Each new release includes additional functionality requested by users and information technologists. The primary responsibilities of the MT PRRIME operations staff will be to install new releases, troubleshoot problems, assist agencies in fully utilizing the system, and ensure that Montana's needs are addressed in future software releases.

STRATEGIC QUESTIONS... & ANSWERS Agencies can prepare now

Q: How will MT PRRIME tie to Montana's investment in the Oracle database? And how will our investment in the Oracle tool kit be affected by the PeopleSoft selection?

A: MT PRRIME will utilize an Oracle database. As part of its responsibilities, the MT PRRIME Information Technology Team will identify ways agencies can interface to the data on this database. An important component of this process will be to determine the most appropriate ways of providing "read only" access from other applications that are being developed using Oracle tools.

Q: What about my systems that extract information from, or feed information to, SBAS (the Statewide Budgeting and Accounting System) and PPP (the Payroll, Personnel, and Position Control system)? Will they be affected by MT PRRIME?

A: Any system currently feeding or extracting data from SBAS, PPP, Warrant Writer and PAMS (the Property Accountability Management System) will be modified. In many instances, agencies will choose to discontinue systems, and transfer work to the PeopleSoft modules, for these reasons:

- With MT PRRIME, the Chart of Accounts will change. Currently, those accounts are known as the ICC (Information Control Core), which includes fields like Agency, Program, Object of Expenditure, Object of Revenue, and Responsibility Center.
- Most of this data is currently accessed from SBAS Master Files or the PPP IDMS (Integrated Data Management System) databases which will no longer exist.
- One of the tasks that will be completed during the design phase of the PeopleSoft implementation is to identify interface requirements. During this review, a standard format and process (probably one for financial process and another for human resources) will be identified that allows transactions to be generated by other applications. A review of extract requirements will also be conducted to identify the most appropriate way for agencies to extract data from the new database.

Q: Are there some projects I may be working on that should be revisited or put on hold pending installation of PeopleSoft?

A: Yes. You may be working on projects that could/should be put on hold. Please review, with the MT PRRIME Team, system development plans for ANY financial, human resource, purchasing, or asset management system to avoid development of redundant functions (and data capture). Brian McCullough (444-3081) would like to hear from anyone who may have such a project started or planned.

Q: What hardware, software, and training requirements will agencies face as a result of MT PRRIME? And when should those requirements be in place?

A: Agencies should address the following requirements as they build their MT PRRIME transition plans.

MT PRRIME Workstation Minimum Configuration

Detailed here is the recommended minimum configuration for a MT PRRIME production workstation:

MT PRRIME Production Workstation (minimum configuration)	
Operating System	Windows 95
CPU	Pentium-based—a minimum of 133 MHz
RAM	32MB
Minimum Disk	In addition to any other desktop software, you'll need 300MB free. Please note that this is an initial estimate.
Monitor	VGA 15-inch is the minimum—17-inch is preferred
Additional Software	Microsoft Word 97 and Microsoft Excel 97

PeopleSoft Version 6.0, which is the version we are implementing, has been tested and will function with both Word and Excel Version 7 and Office 97 (Word and Excel 97). Our PeopleSoft Account Manager is researching the status of Windows 98.

The following identifies the current, target, implementation dates. Module users will need the above hardware and software several months prior to that time. Keep in mind that as the project progresses, we may encounter business reasons that warrant altering these target dates.

Target Implementation Dates	
Budget System	May 1998
Asset Management	Fall 1998
Human Resources	April 1999
All Other Modules	July 1999

Additional Software and Training Requirements

- **Windows 95, Word and Excel installation and training—something agencies can do now to be ready.** Agencies need to ensure that these applications are installed on the machines of all potential PeopleSoft users and that those individuals successfully complete Windows 95, Word and Excel training prior to Legacy Solutions and PeopleSoft module training.

  In 1992, Windows was selected as the state standard GUI (graphical user interface). It is critical that agencies now complete their transition to the current Windows version—Windows 95. Priority for receiving Windows 95, Word and Excel, and the associated training, should be given to all potential PeopleSoft users.
- **The PeopleSoft software and training necessary to execute the new application will be provided at implementation.**

Q: How far will the effects of MT PRRIME extend into the agencies—just to finance and human resource staffs—or farther than that?

A: Some employees will utilize MT PRRIME more than others. Approximately 690 state employees work in finance-related positions, and the eight finance modules will change the way these people do their work. Another 230 employees working in human resource positions will also be affected, as will many of the state's IT (information technology) employees.

What's less clear is how MT PRRIME will affect another 2,550 administrative-support personnel and agency managers. One of the goals of MT PRRIME is to place information at the fingertips of agency managers. Accessing that information has implications for workstations, software, and end-user training.

The MT PRRIME Project Team will pay close attention to these groups and will work to measure and mitigate the impacts.

Q: Is there money in MT PRRIME for agency equipment acquisition?

A: Sorry—no. The MT PRRIME Steering Committee will be analyzing budget requirements to determine if financial assistance will be available for desktop software and/or training.

Q: Why are agency staff necessary for the MT PRRIME project? Why can't the consultant simply install the system?

A: There are two primary reasons.

- Agency personnel best understand how our existing systems operate, and more importantly, how we want the new system to work. Consultants rely on us to make thousands of decisions about how to configure the software.
- Once the system is implemented, state employees will operate and maintain it. The state's Project Team consists of 31 full-time employees from 10 different agencies. Over a two-year period, these employees will be working "shoulder to shoulder," with their consultant counterparts, to design and implement the system. The consultants will provide state employees the knowledge and expertise to implement, use and maintain the new system.

Q: How does MT PRRIME affect the Universities?

A: The University System is "out of the project scope." In other words, the University System will not be part of the state's PeopleSoft implementation. As state systems like SBAS, PPP and PAMS are taken out of production, they will no longer be available to the university campuses currently using them.

The MT PRRIME Project Team and the University System are currently working together to define the informational requirements that the University System will post to the PeopleSoft modules.

Mike Billings

Connie Griffith

Bill Salisbury

On Course With the MT PRRIME Steering Committee

The MT PRRIME Steering Committee serves as an advisor to the MT PRRIME project and the Department of Administration. The Committee members:

- Provide general direction to and oversight of the project;
- Review and provide input on key project milestones;
- Receive periodic status reports from the MT PRRIME Project Team, including budget updates;
- Serve as project advocates and communicators;
- Serve as liaisons between the Project Team and agency policy makers; and
- Resolve issues or concerns expressed by policy makers, or advance these items to the Committee Chair or Project Manager for resolution.

COMMITTEE MEMBERS INCLUDE:

ADMINISTRATION, DEPT. OF
Lois Menzies, Chair
Marvin Eicholtz
Connie Griffith
Tony Herbert
John McEwen

CORRECTIONS, DEPT. OF
Bill Furois

HIGHER EDUCATION, OFFICE OF THE COMMISSIONER
Laurie Neils

JEFFERSON COUNTY TREASURER
Susan Miller

LABOR AND INDUSTRY, DEPT. OF
Pat Haffey

LEGISLATIVE BRANCH
LEGISLATIVE AUDIT DIVISION
Tori Hunthausen
LEGISLATIVE FISCAL DIVISION
Terry Johnson

PUBLIC HEALTH AND HUMAN SERVICES, DEPT. OF
Mike Billings

PUBLIC INSTRUCTION, OFFICE OF
Kathy Fabiano

REVENUE, DEPT. OF
Mary Bryson

SECRETARY OF STATE, OFFICE OF THE
Gary Managhan

TRANSPORTATION, DEPT. OF
Bill Salisbury

HB 89 Legislative Oversight Committee on State Management Systems

With the passage of house bill (HB) 89 during the 1997 session, the Legislative Oversight Committee on State Management Systems was created to:

- Ensure legislative oversight of the laws governing state personnel, finance, and asset management.
- Perform a general oversight function for the legislature, focusing on information technology within Montana state government and on the management of assets entrusted to the state.
- Evaluate opportunities for transitioning to an integrated asset-management system.
- Conduct an ongoing evaluation of what, if any, legislative actions, including the appropriation of funds, are required to support the transition.

Since MT PRRIME impacts all of these areas, Committee members will be following our progress. Legislators serving on the Committee include:

SENATORS
Mack Cole, Chair
Sue Bartlett
Greg Jergeson
Mike Taylor

REPRESENTATIVES
Chris Ahner
Tim Dowell
Deb Kotell
Bill Rebbein

YOUR COMMENTS COUNT!

Here's How You Can Contact MT PRRIME.
Who knows your work better than you? Nobody! We need your input to ensure that the MT PRRIME system provides the greatest ease of use and functionality to help you in your job. So here's how to share your questions, comments and concerns with the Project Team . . .

BY PHONE: See the Team Member phone list below. If you're unsure who to contact, call MT PRRIME's office at 406/444-5700.

BY FAX: 406/444-5718.

BY COMPUTER: Contact Team Members via ZIP!Office (the state's e-mail system) or the Internet (their Internet addresses are provided below). If you're unsure who to contact, e-mail MT PRRIME at Mtprrime@mt.gov.

BY MAIL: Room 106, State Capitol
PO Box 200146
Helena, MT 59620-0146

IN PERSON: Room 106, State Capitol
Helena, MT

USE THE "MY COMMENTS COUNT!" FORM: Send MT PRRIME a completed photocopy of the form provided below.

AND VISIT MT PRRIME'S INTERNET HOMEPAGE:
You'll find us at www.mt.gov/doa/mtprrime.htm.

MT PRRIME TEAM MEMBER LIST

AC = Andersen Consulting
Legacy = Legacy Solutions

	PHONE	INTERNET ADDRESS
ADMINISTRATION TEAM	**(406/444 + these four digits)**	**(+ "@mt.gov")**
Ashley, Dave—Project Manager	3307	Dashley
McCullough, Brian—Asst. Project Manager	3081	Bmccullough
Longmire, Paulette—Office Manager	9070	Mtprrime
Matheson, Dale (AC Project Manager)	0040	Dmatheson
Carroll, Tom (AC Project Sponsor)	5798	Tcarroll
Tiotuico, Voltaire (AC)	7434	Vtiotuico
FINANCE/ASSET MANAGEMENT TEAM		
Virag, Chuck—Team Lead	5841	Chvirag
Johnson, Nyla—Team Lead	3314	Njohnson
Hoos, Denise (AC Team Lead)	0567	Dhoos
Atwood, Terry	5849	Tatwood
Avey, Bob (AC)	1565	Bavey
Christofferson, Paul	6086	Pchristofferson
Daniel, Jim (AC)	7374	Jidaniel
Emmons, Harry	0880	Hemmons
Klein, Dan (AC)	4337	Dklein
Moloney, Melissa (AC)	7334	Mmoloney
Mossman, Dan	1219	Dmossman
Nason, Berta	1578	Bnason
Pugh, Matt	3582	Mpugh
Sidor, Dan	2029	Dsidor
Tordale, Diane	5788	Dtordale
Weisenburger, Sylvia	5796	Sweisenburger
BUDGET TEAM		
Bender, Steve—Team Lead	0306	Sbender
Cuttler, David (Legacy Team Lead)	5700	
Affedt, Tracey (Legacy)	7408	Taffedt
Longmaid, Mary	5347	Mlongmaid
O'Connor, Josi (Legacy)	5879	Joconnor
Pritchard, Trish (Legacy)	7408	Tpritchard
HUMAN RESOURCES TEAM		
Cress, Mark—Team Lead	5843	Mcress
Darrah, Greg (AC Team Lead)	5851	Gdarrah
Andersen, Steve (AC)	7375	Standersen
Helgeson, Heide (AC)	7375	Hhelgeson
McDonald, Russell	2523	Rmcdonald
McElroy, Bonnie	2962	Bmcelroy
Nelson, Judy	3035	Junelson
Palmisciano, Donna	5794	Dpalmisciano
Shea, Jill	4506	Jshea
Spickelmier, Kerry	1614	Kspickelmier
Watson, Martha	3856	Mwatson
INFORMATION TECHNOLOGY TEAM		
Sheehy, Jim—Team Lead	5848	Jsheehy
Crookshanks, Paul (AC Team Lead)	5872	Pcrookshanks
Anzik, William	1851	Wanzik
Glenn, Ed	2916	Eglenn
Oie, Rick	5715	Roie
Richter, Kevin (AC)	2503	Krichter
Rogers, Glenn (AC)	7884	Grogers
Speranza, Dominick	5763	Dsperanza
Wingard, Cayle	6317	Cwingard
CHANGE MANAGEMENT TEAM		
Varone, Anita—Team Lead	2013	Avarone
Stones, Roger (AC Team Lead)	1713	Rstones
Williams, Suzanne (AC Team Lead)	1429	Suzannew

NAMING CONTEST

ACRONYM PHOBICS NEED NOT APPLY

What's in a name? A mouthful if we call the resulting MT PRRIME system "The State of Montana's Financial, Human Resources, Asset Management, and Budget Development System." Instead we're seeking your ideas for an appropriate acronym—something that describes the system, rolls off the tongue, doesn't take five minutes to type, and offends nobody.

If you save us a mouthful by providing the winning acronym, you'll be awarded a mouthful! *Andersen Consulting and Legacy Solutions, two consulting firms working on MT PRRIME, are dishing up dinner-for-two at a local restaurant for the selected winner.*

A system that will offer so much functionality deserves a functional name.

So to get you started, consider these examples from other organizations:

- British Columbia — "CHIPS," the Corporate Human Resource Information and Payroll System.
- The State of Michigan — "MAIN," the Michigan Administrative Information Network.
- The State of Illinois—"SAMS," Statewide Accounting Management System.
- Ohio State University—"ARMS," Administrative Resource Management System.
- And the State of Montana's new system will be named...

We hope you'll give that some thought and send us your inspirations by April 15,1998. Please use a photocopy of the "My Comments Count!" form, located below, to submit your entries. Thanks for sharing your creativity.

MY COMMENTS COUNT!

Dear MT PRRIME Team,

Please answer my MT PRRIME questions, comments ond concerns:

Yes, I would like to compete for the prize explained above in the article "NAMING CONTEST." Here are my entries, along with an explanation of what each ocronym means:

Effective communication is two-way, so here's how MT PRRIME can reach me to discuss my issues (or to let me know if I won the prize!):

My Name _____

Mailing Address _____

Day-time Phone _____

Fax Number: _____

E-mail Address: _____

Please send completed photocopies of this form to:
MT PRRIME Comments
Room 106, State Capitol
PO Box 200146
Helena, MT 59620-0146
Fax: 406/444-5718

We appreciate your feedback and the opportunity to provide a prompt, complete response to your questions, comments and concerns!

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